

ROUTING AND TRANSMITTAL SLIP

Date
15 January 1985

TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1.	DDCI	has seen	15 Jan 85
2.	DCI <i>rec'd 15 Jan.</i>	<i>28</i>	JAN 1985
3.			
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REMARKS

ER 85-408

28 JAN 1985

Jim -
I understand
this is in motion - See
DDCI note on 2nd page your name
Anything else? nyl

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FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Executive Director

Phone No.

5041-102

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9 January 1985

NOTE FOR: Director of Central Intelligence
THROUGH : Deputy Director of Central Intelligence
FROM : Executive Director
SUBJECT : Information Technology Issues

I was much encouraged by our discussion on the information technology issue yesterday, although I'd hoped for a bit more enthusiasm from the Deputy Directors for a larger share of the responsibility and authority. But the issues are complex and it is not always easy to see where you want to go.

I still very much believe that authority and responsibility for this burgeoning new world ought to be more closely focused within our management structure and that the way to do this is to move responsibility onto the Deputy Directors--the place where, below you, we focus all other responsibility and authority in the CIA. This would put future planning, problem-solving, and development activities in information technology together, in the hands of those responsible for the conduct of our mission. It would end today's perception that information technology is a support activity somehow separate from our mission. I really do believe this is the path we will eventually take. The question is at what pace.

There are two steps which you might consider, coming out of yesterday's conversation, which we can take now and which will: move us in the right direction and help to solve problems. Additionally, we are right now probably as close to taking them as we've ever been.

Bob suggested the desirability of decentralizing computer application work out of the Office of Data Processing (ODP) and into the Directorates. S&T and the DO do much of this for themselves now, although not all. (ODP managed the development of the software system to control future satellite requirements vetting (CAMS), for example--not the DS&T.) Probably it would be smart to encourage the DDI into this world more directly, and to enable the S&T and the DO to take over all future such work in this area. This is a decision which could be taken now.

You will recall that an important part of my organizational proposal was to combine today's Office of Data Processing with the Domestic Networks Division (DND) of the Office of Communications (although I suggested this be an interim step as we move toward further decentralization). I was quite surprised to hear Harry say at our session that he has in fact been considering this idea for some time.

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Several smart people around here think this step makes excellent sense. I understand that the current head of ODP in fact proposed it to Harry. Such a move would constitute a very useful and very important step in the direction of sensibly realigning the responsibilities of the Office of Communications and the Office of Data Processing and help position us for the future. It would set in motion, though it would not immediately solve, a solution to the computer terminal installation problems which Bob Gates discussed. It would combine in one organization responsibility for:

- building and operating all Headquarters, Washington area, and US communications facilities (telephones, PBX's, local area nets, links to computers, and switches);
- computer center operations;
- installation of all computer devices (mainframes, terminals, printers, word processors, etc.).

Most fundamentally, it would combine in one organization two groups of people managing heretofore distinct, but now rapidly converging technologies. The inability of these people to work effectively together today--not because they don't like each other, but because of the organizational separation--is impeding our ability to get our work done efficiently and effectively.

So where do we go from here? At the end of our session, you indicated interest in creating a small staff which would loosely coordinate and direct things. I am skeptical that this is the way we should go, but will get together my thoughts for you on this approach. Also there were a number of other proposals in my paper, not of an organizational character, which we didn't address but on which I would like your support to get moving.

25X1 *Being Done*
But I would urge that you take what I think is a "not-soon-to-be-repeated" opportunity to make a bolder move. The present Director of ODP, [redacted] has told Harry privately that he will be leaving in a month or two. Harry at the moment is as close to considering favorably the proposed DND/ODP consolidation as he has ever been, although I don't believe that he yet wholeheartedly favors it. Before we settle on a new Director of ODP--which will put this issue on ice for at least another year and slow the momentum we now have--why not push the notion of combining ODP with Communication's Domestic Network Division with Harry? We have nothing to lose, and everything to gain. I told Harry this morning that I planned to urge you to take this step. He is most reluctant to take on this task, with all the other jobs on his plate, but as always with Harry, I'm sure he'll do it if you ask.

25X1

[redacted]

James H. Taylor

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